



**Poised to Accelerate our  
Transformation  
as a Global Leader in  
Healthy and Organic Foods**

**SunOpta**

Bringing **well-being** to life

# Forward Looking Statements

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This presentation may include forward-looking statements and therefore is subject to important risks and uncertainties. Actual results could differ materially from the conclusions, forecasts and projections as certain material factors and assumptions were applied in drawing conclusions and in making the forecasts or projections upon which the forward-looking statements are premised.

Additional information about these material factors and assumptions, as well as other risks, uncertainties and/or relevant factors, are set forth under “Forward Looking Statements,” and “Risk Factors” in the Company’s Annual Report on Form 10-K for the fiscal year ended January 2, 2016 (available at [www.sec.gov](http://www.sec.gov)).



# 2016 Analyst Day Objectives

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- I. Gain a better understanding of SunOpta and where we are today
- II. Clearly lay out where we are going for the next 24-36 months
- III. Learn how innovation is a key element of our strategies and future

*During today's presentation, we will not be discussing or answering any questions in regards to Q1 financial results or performance.*

# Agenda

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## I. Introductions

## II. Management presentations

Rik Jacobs - SunOpta's Transformation  
*President and Chief Executive Officer*

John Ruelle - Global Ingredients  
*Senior Vice President, RMSS, Healthy Snacks*

Joe Davidson - Healthy Beverages  
*Senior Vice President, Healthy Beverages*

Mark Murai - Healthy Fruit  
*Vice President, International and Field Operations | Sunrise Growers, Inc*

John Ruelle - Healthy Snacks

Rob McKeracher - Financial Overview  
*Chief Financial Officer*

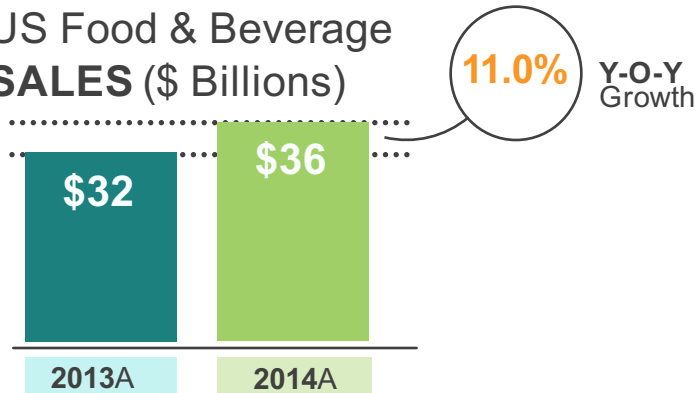
## III. Concluding items



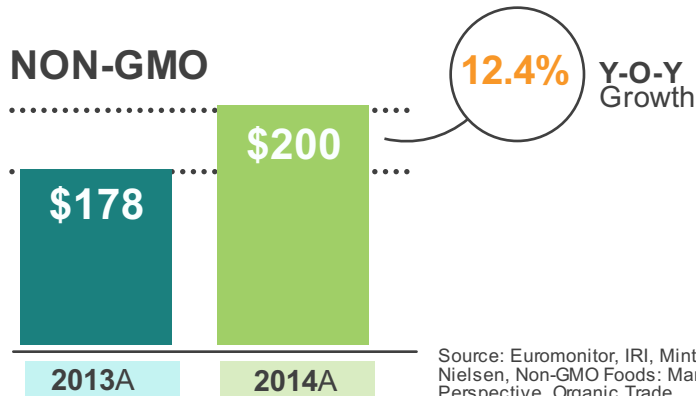
# We Operate in Growing non-GMO and Organic Markets

## ORGANIC

US Food & Beverage  
SALES (\$ Billions)



## NON-GMO



Source: Euromonitor, IRI, Mintel, Nielsen, Non-GMO Foods: Market Perspective, Organic Trade Association, Packaged Facts

## Underpinned by Growing CONSUMER TRENDS

Awareness of  
Linkage Between  
Diet & Health



GMO, Food Additive  
& Allergen Concerns



Evolving  
Consumer  
Demographics  
(Millennials & Boomers)





Well positioned to take advantage of a vibrant and growing marketplace

*Optimized portfolio, reorganized teams and integrated platforms*



Scalable operations in key product categories supported by an innovation pipeline



Focused on execution, filling new capacity and achieving operational excellence



Strategies are in place but our near term margin issues will not be solved in a quarter



# The Key to “Fix” our Business is Excelution

*With Customers and Employees, Keeping an Eye on Costs*

## CUSTOMERS

### Commercial:

Intimacy, diversification, pricing

### Innovation:

From reactive to proactive

### Supply Chain:

Delight from order entry to delivery



## COSTS

### Expenses:

Maximize sustainable leverage

### Investments:

Build for competitive advantage

### Acquisitions:

Expand platform or tuck into core

## EMPLOYEES

**Heads:** Engagement in strategy and plans

**Hearts:** Empower to bring well-being to life

**Hands:** Translate to actions every day

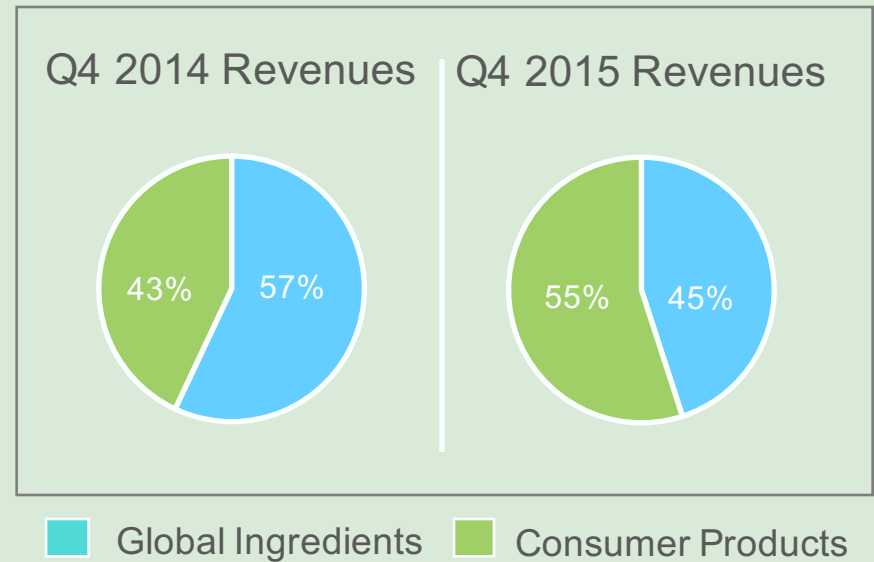
# More Than 35 Acquisitions Since 1999

*But Integration Only Started 18 Months Ago*



# Transformative Year in 2015

## Three Acquisitions in Consumer Product Business





# Now Three Clear CPG Platforms

*Supported By Sourcing and Selling Raw Materials and Ingredients*



## 🍹 Healthy Beverages

## 🍓 Healthy Fruit

## 🍫 Healthy Snacks

Aseptic non-dairy, low acid beverages

IQF fruit for retail

Fruit-based snacks

Chilled juice

IQF fruit and purees for foodservice

Roasted snacks

Shelf stable juice

Fruit-based ingredients

Nutritional bars

Functional waters

Pouches

Sourcing and supply of non-GMO and organic fruit, seeds, nuts, grains, sweeteners, cocoa, coffee as raw materials and processed ingredients

# Private Label/Store Brands Innovation Key

*To Grow our Categories in Natural and Organic*

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# Our Playbook

<b>PURPOSE</b>	<b>We responsibly bring healthy food from field to table</b>
<b>VALUES</b>	<b>Three interdependent core values which we live by and set us apart</b> <b>1. Unrelenting</b> Definition: Conducting something in a constant way without stopping or becoming less forceful Example: Passionately work to achieve goals; does not leave job unfinished; brings actions to closure; delivers on commitments <b>2. Adaptable</b> Definition: Willing and able to adjust oneself readily to different conditions Examples: Willing to learn new roles/skills; look at problems from different perspectives; listen to/accept different ideas <b>3. Collaborative</b> Definition: Challenging others in a cooperative and positive manner to ensure the best outcome of any situation Examples: Involving others in decision making/problem solving; active participation on teams; courage to voice concern
<b>WHAT WE DO</b>	<b>We source, create and package healthy food</b>
<b>STRATEGY</b>	<b>1. Focus on an efficient vertically integrated supply chain (2-touch)</b> <ul style="list-style-type: none"><li>• Turnkey solutions in Consumer Products using our own ingredients</li><li>• Expand our sourcing capabilities for competitive advantage</li></ul> <b>2. To build private label brands</b> <ul style="list-style-type: none"><li>• Create loyalty because of our unique innovations and efficient supply chain to serve retailers/food service</li><li>• Work with brand owners on new products to ultimately create private label opportunities</li></ul> <b>3. In emerging healthy categories</b> <ul style="list-style-type: none"><li>• Focus on Healthy Beverage, Healthy Fruit and Healthy Snacks utilizing our consumer insights</li><li>• Operate at the leading edge of trends with ingredients and sourcing expertise</li></ul>

# For the Rest of the Presentation...

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- Insight into SunOpta's category leadership in Global Ingredients, Healthy Beverages, Healthy Fruit and Healthy Snacks
  - Category trends and how SunOpta expects to profit from these trends
- Analysis of SunOpta's mid-term (24 to 36 month) financial targets
  - P&L and balance sheet
- Recap of SunOpta's playbook, focus on excelution and key priorities
- Innovation Center tour and how R&D helps grow revenue, reduce costs and strengthen customer relationships



# Global Ingredients



# Delivering Global Supply Chain Expertise and Operational Integrity

## A global supply chain

SunOpta has gone to the ends of the Earth to create a unique, highly efficient global supply chain. We connect all of our 5,000 farms straight to you, quickly, smoothly and affordably, ensuring quality feed ingredients while maintaining an uninterrupted supply.

## Efficient transload locations

Part of making certain our shipping network is always operating at peak efficiency and with the lowest possible carbon footprint, we've selected several major U.S. ports that allow for the most cost-effective rail and road deliveries to all of our customers.

At SunOpta, we've developed highly efficient global supply chain capabilities by cooperating with farms in some of the most highly productive regions to deliver the lowest landed cost to your door.

## Trace nutrition straight to its source

We understand how important it is for organic and non-GMO food producers and consumers to be able to track their food back to its source. Our TIP™ (Traceability Integrity Program) makes it possible to follow every grain and oil seed straight back to its origin, ensuring maximum quality in every shipment.

## Top certification, peak nutrition, bright future

SunOpta has earned the world's top safety and nutrition certifications thanks to our internal and external verification systems, ensuring producers they're choosing the highest quality organic, non-GMO feed available.

- USDA Organic Certification
  - 3rd Party Quality Systems Audits
  - TIP™ (Traceability Integrity Program)
- SunOpta's traceability program

### Do you know your supply chain quality?

SunOpta's uninterrupted supply chain guarantees product integrity by allowing you to track our products back to their point of origin, all while helping to meet an ever-growing demand of safe and high-quality food.



### Packaging Options



### Freight Options

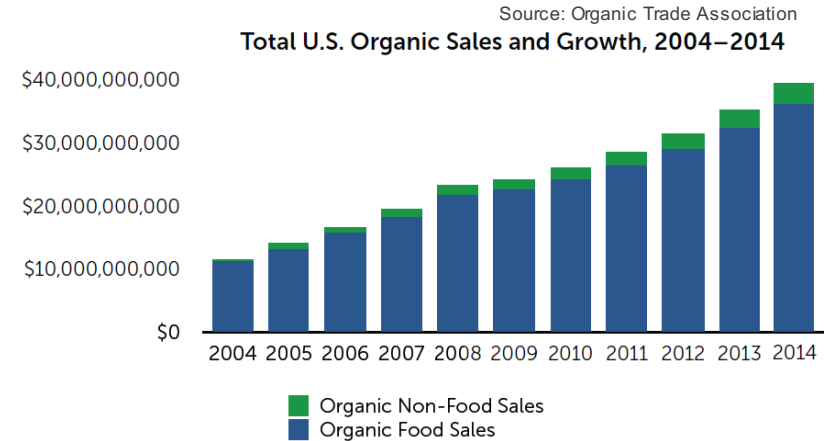


Our secured supply chain leads around the globe



# Category Overview: Global Ingredients

- US organic category sales growth to >\$39B
- 14% increase from 2014
- Projected to continue at this pace through 2018
- Access to supply is critical





# Six Product Desks > \$600M External Sales

Organic ~\$420M

Specialty ~\$190M

**CSO**  
Cocoa, Sugar & Oil

**SNP**  
Seeds, Nuts & Pulses

**JSF**  
Juices, Sweeteners & Fruits

**Sunflower**  
In-shell, Kernel

**Soybean**  
Whole, Meal

**Corn & Feed**  
Whole, Meal



# Serving 16 Industry Categories



- Baby & Toddler Food
- Bakery
- Beverages
- Cereals & Granolas
- Cocoa & Chocolate
- Confectionary
- Conserves
- Dairy
- Dressings & Condiments
- Foodservice
- Frozen Food
- Pharmaceuticals & Cosmetics
- Soups & Sauces
- Spreads & Jams
- Sweetening Solutions
- Wholesalers & Packages



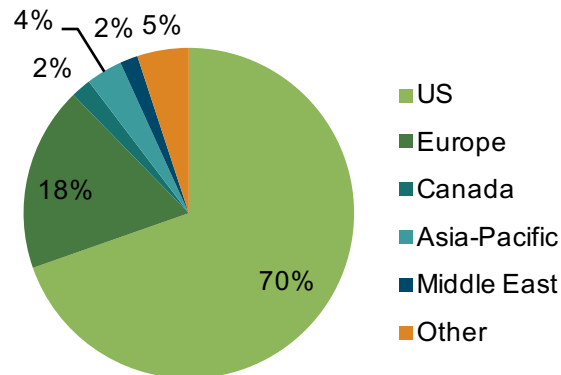
# Category Overview: GI Products & Customers

## Representative Customers

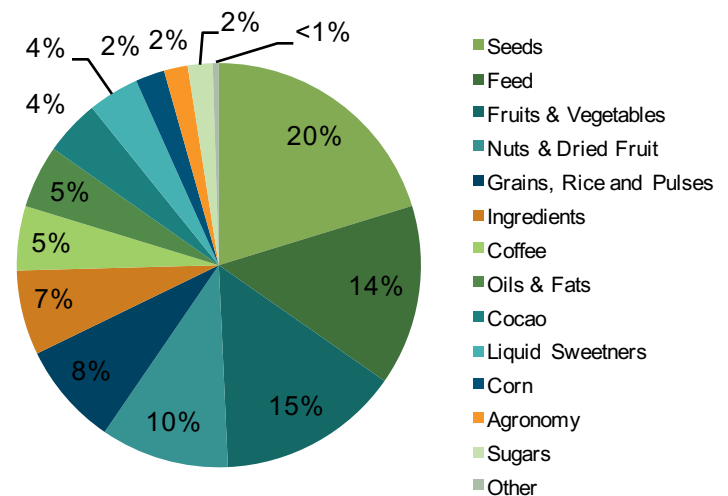


- SunOpta has one of the largest organic raw material ingredient sourcing and supply networks in the world<sup>1</sup>
- Very diverse customer base across numerous categories globally: largest customer represents < 3% of revenue

Sales by Geography<sup>2</sup>



Sales by Product Category<sup>2</sup>





# Global Sourcing Projects



# Global Ingredients Recent Performance & Strategic Initiatives



- First U.S. company non-GMO PVP certified
- Launching new ingredient programs (e.g. ginger, oat)
  - Two-touch integrated supply chains are key
  - Capabilities should leverage multiple categories
- Critical in helping launch new CPG products
  - Organic in-shell and kernel sunflower
  - Chickpea and fava bean roasted snacks
  - Supply chains for high-protein and high-fiber snacks
- Access to supply is key and we have built up the supply chains
- Realigning domestic business in response to strong U.S. Dollar





# Healthy Beverages

# Healthy Beverages Overview

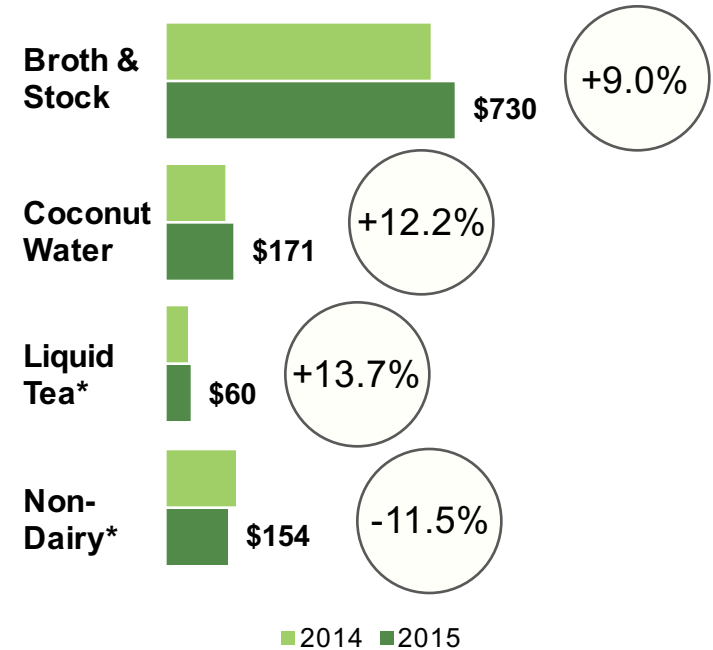
<p><b>Product Offering</b></p>	 <p>Non-dairy Aseptic</p>	 <p>Aseptic Teas</p>	 <p>Aseptic Broths</p>	 <p>Refrigerated Premium Juices</p>	 <p>Shelf-stable Beverages</p>	 <p>Functional Waters</p>	
<p><b>Competitive Positioning / Strengths</b></p>	<p>Leading position in non-dairy aseptic beverages</p>		<p>National aseptic footprint with available capacity of approx. 10M cases</p>		<p>Vertically integrated producer</p>		<p>Leading organic orange juice manufacturer in North America; 15% of private label orange juice</p>
<p><b>Representative Customers</b></p>	  						
<p><b>Facilities</b></p>	<p>3 Aseptic Plants</p>			<p>3 Extraction Plants</p>		<p>1 Plant &amp; 2 Co-Pack Locations</p>	
	<p>Modesto, CA Alexandria, MN Allentown, PA</p>			<p>Modesto, CA Alexandria, MN Heuvelton, NY</p>		<p>San Bernardino, CA Stockton, CA Fort Pierce, FL</p>	

# Category Overview: Aseptic

- Key to success in the **aseptic category** space is taking share in non-dairy and continuing to expand in fast growing categories
  - Focus categories represent \$1.1Bn addressable market
  - Key categories grew 6.3% overall in 2015 with many exhibiting strong double digit growth



## Key Focus Categories (\$ Millions)



Source: Nielsen, Total US XAOC. Latest 52 weeks ending 2/13/16  
 \*Largest customers not included in Nielsen



# Aseptic: Strategic Initiatives and Recent Highlights



## Strategic Initiatives

- Increasing facility utilization
  - Use our national footprint to take share
  - Innovate using control brands
  - Expand presence in other growing categories
- Lower conversion cost per case and maximize production mix

## Recent Highlights

- Signed multi-year contracts with two leading national customers
- Start up in Allentown with leading organic brand
- Testing non-dairy shelf-stable with fastest growing retailer
- Innovating on new non-dairy beverages (Lovers Line, Oat-milk)
- Expanding and innovating on broth offerings

# Category Overview: Premium Juice

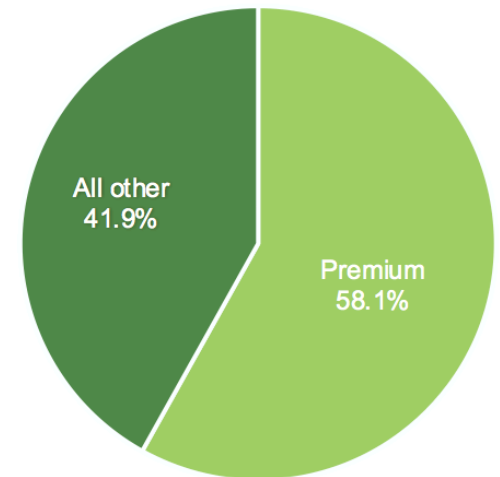


- Refrigerated Juice is a **\$5.5 billion category and growing 1.4%**
- Premium Juice is **58.1% share** of the Refrigerated Juice category and a **\$3.2B category** (+0.1% vs YAG)
- Consumers are looking for no-sugar added claims on juices, with 70% of consumers paying attention to sugar as an ingredient

DOLLAR SHARE BY SEGMENT

## Segment Dollar Sales:

- Premium: \$3.2B, +0.1% vs YA
- All Other: \$2.3B, +3.3%% vs YA



# Premium Juice: Strategic Initiatives and Recent Highlights



## Strategic Initiatives

- Sell raw juice as ingredient into fast-growing super premium segment [HPP]
- Expand presence in private label organic and NFC orange juice market
- Expand beyond orange juice with innovative two-touch adult juice beverages

## Recent Highlights

- Testing raw lemon and orange juice to be used as an ingredient in multiple applications
- Secured new leading retail and club customer for NFC orange juice
- Two-touch mango orange, ginger lemonade and low-sugar lemonade launched with retail partner



# Healthy Fruit

# Healthy Fruit Overview

<p><b>Product Offering</b></p>	 <p>IQF fruit for retail</p>	 <p>Formulated fruit solutions for foodservice</p>	 <p>Custom fruit preparations for industrial use</p>	
<p><b>Competitive Positioning / Strengths</b></p>	<p>Extensive access to supply</p>	<p>Low-cost supply chain</p>	<p>Aligned with industry leading customers</p>	<p>Category management approach</p>
<p><b>Representative Customers</b></p>				
<p><b>Facilities</b></p>	<p>Santa Maria, CA          Oxnard, CA (two facilities)          South Gate, CA          Kansas City, KS          Jacona, Michoacán, Mexico</p>			

# Category Overview: Healthy Fruit

## Best-In-Class-Profile

<b>22%</b>	Market leading position in private label frozen fruit
<b>10+ Year</b>	Relationships with each top 10 customer
<b>6</b>	Strategically located manufacturing facilities
<b>\$411M</b>	2015 pro-forma sales

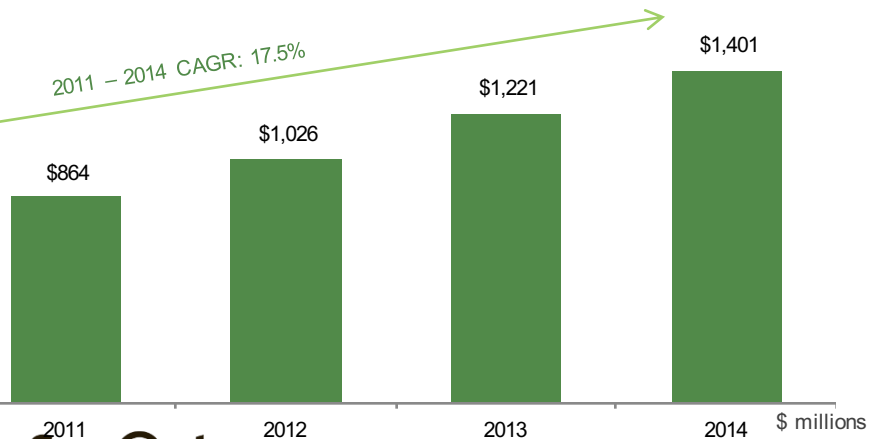
## Category Profile

Rapidly growing, on-trend food category

Household penetration only 30% for frozen fruits (compared to 89% for frozen vegetables)

Consumers using frozen fruit in new and varying ways

## U.S. Frozen Fruit Retail Sales



# Highly Favorable Private Label Trends

*Consumers pay less while retailers realize better margins*

- Consumers prefer private label to branded frozen fruit given pricing advantages in addition to no differences in quality, packaging, and assortment
- 66% of the frozen fruit category is private label <sup>(1)</sup>
- Provide retailers margin advantages over branded product
- Private label pricing centers on an everyday low price position, eliminating the need for promotional discounting <sup>(2)</sup>

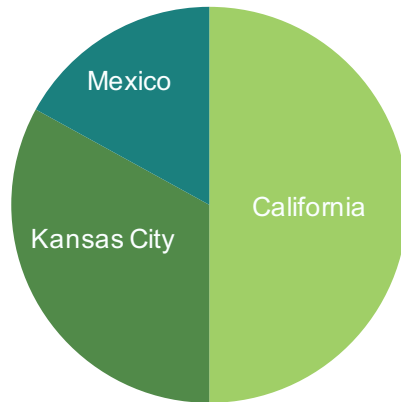




# Supply Chain Snapshot

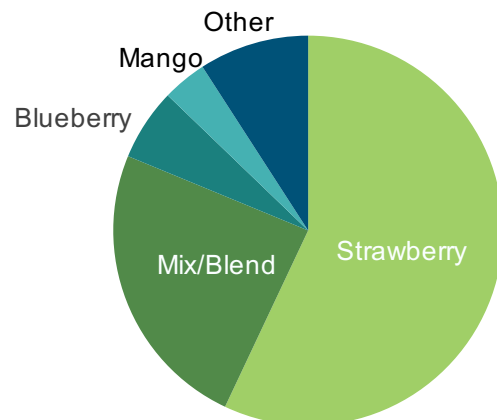
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2016 Expected Production by Geography



- Optimized network of six facilities
- Significant distribution efficiencies
- Recently expanded processing capabilities

2016 Expected Mix of Fruits



- Diversified global sourcing platform
- Handle over 250M lbs annually
- Full line of fruit varieties
  - 24 fruit types
  - ~10% organic and growing

# Strategic Initiatives and Recent Highlights

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## Strategic Initiatives

- Capturing \$5M - \$7M in synergies in 2016
- Expansion in Central Mexico and Kansas City
- Tapping into SunOpta's existing international sourcing network
- Process innovation
  - Optical sorting, automated handling
- Adding mango and blackberry production












## Recent Highlights

- Closure of facility in Buena Park on track
- Customer set maintained and contracted post acquisition
- Investments prior to close are living up to expectations



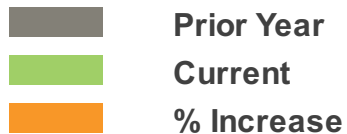
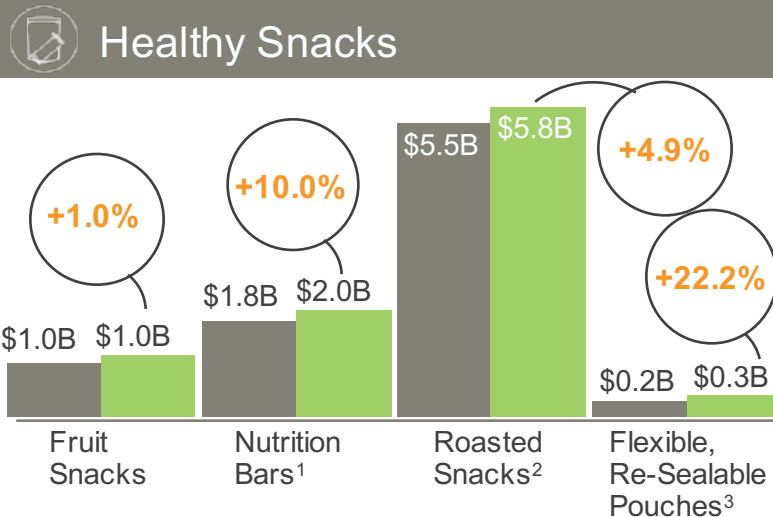
# Healthy Snacks

# Healthy Snacks Overview

<p><b>Product Offering</b></p>	 <p>Fruit Snacks</p>	 <p>Nutritional Bars</p>	 <p>Roasted Snacks</p>	 <p>Pouches</p>
<p><b>Competitive Positioning / Strengths</b></p>	<p>Leading position in premium healthy fruit snacks</p>	<p>Competitive non-GMO and organic production capabilities</p>	<p>At forefront of innovation within the healthy snack sector</p>	<p>National footprint in fruit snacks and pouches</p>
<p><b>Representative Customers</b></p>	    			
<p><b>Facilities</b></p>	<p>Fruit snack processing, warehouse and distribution</p>	<p>Nutrition bar processing, warehouse and distribution</p>	<p>Fruit snack processing, warehouse and distribution</p>	<p>Pouches and aseptic processing and packaging</p>
	<p>Omak, WA</p>	<p>Carson City, NV</p>	<p>Niagara, ON</p>	<p>Allentown, PA Sanger, California</p>

# Category Overview: Healthy Snacks

## Momentum in Healthy Categories – Industry Sales (\$ Billions)



Source: Nielsen XAOC (Note: In \$ bn. Current as of July 4, 2015)

1. As of January 17, 2015

2. As of September 27, 2014

3. Baby food puree category

## Top Ten Trends

1. Organic growth for clear label
2. Free from for all
3. The “flexitarian” effect
4. Processing the natural way
5. Green light for vegetables
6. Creating a “real” link
7. Small players big ideas
8. Beyond the athlete
9. The indulgence alibi
10. Tastes for new experiences

Source: Innova Market Insight

# Competitive Positioning: Healthy Snacks

*Uniquely positioned assets combined with a strategic supply chain and innovation resources sets SunOpta apart from other category participants*

## **Barriers to entry**

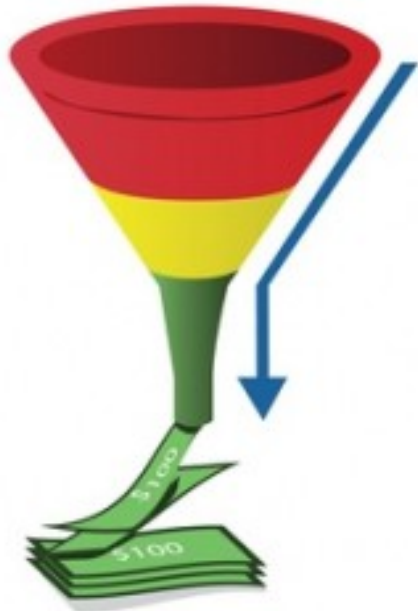
- Multi-year agreements with category leaders
- Global supply chain for specialty ingredients
- Significant capital investments in capabilities
- Turn-key solutions for retailers and food service

## **Bi-Coastal production = lowest landed cost**

- Premium fruit snacks
- Pouch
- Category driven by innovation



# Strategic Initiatives and Recent Highlights



- Two major new product launches in Q2
  - Private label chickpeas
  - Disruptive bar - superfood/ancient grain
- OptaCore – helping retailers stay on trend and ahead of the curve
  - Category management with control brands
  - Value-based pricing
  - Leverage innovation
  - Expected to drive further turn-key opportunities with retailers
- Potential to grow snack business by ~\$50M to \$65M over the mid-term with existing platform





# Financial Review

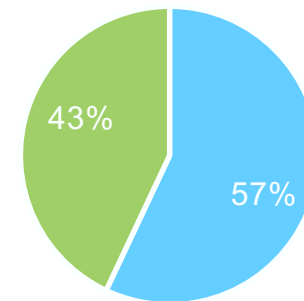
# Financial Review

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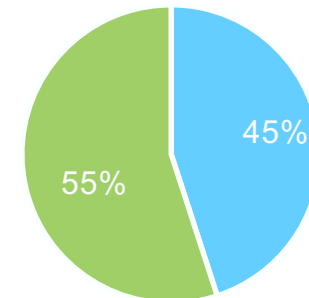
## Focus Areas

1. Mid-term (24 to 36 month) growth profile and margin expansion targets
2. Detail on debt capital structure
  - Global ABL
  - 2<sup>nd</sup> Lien Loan
  - Leverage reduction targets

Q4 2014 Revenues

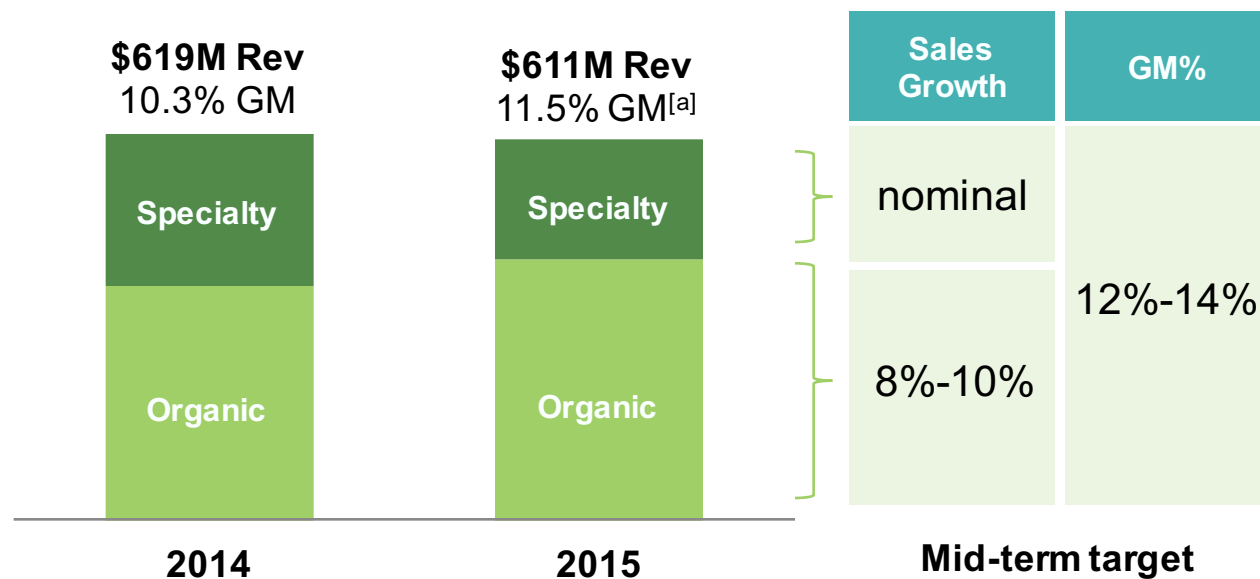
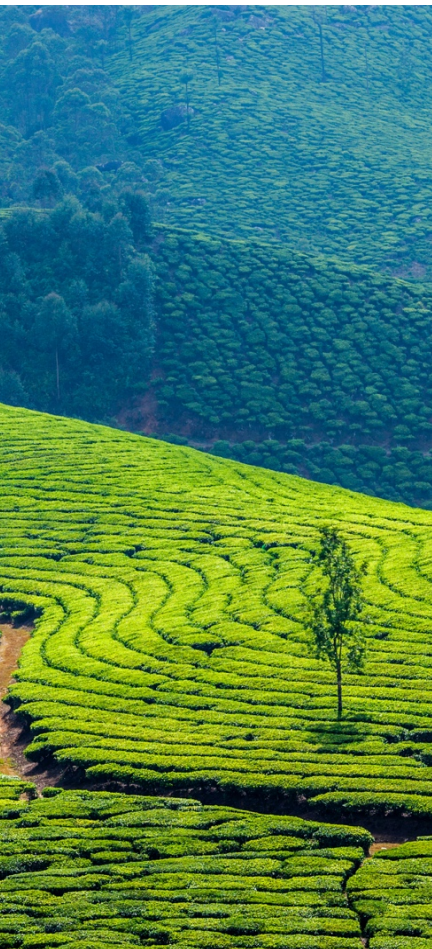


Q4 2015 Revenues



■ Consumer Products   ■ Global Ingredients

# Global Ingredients



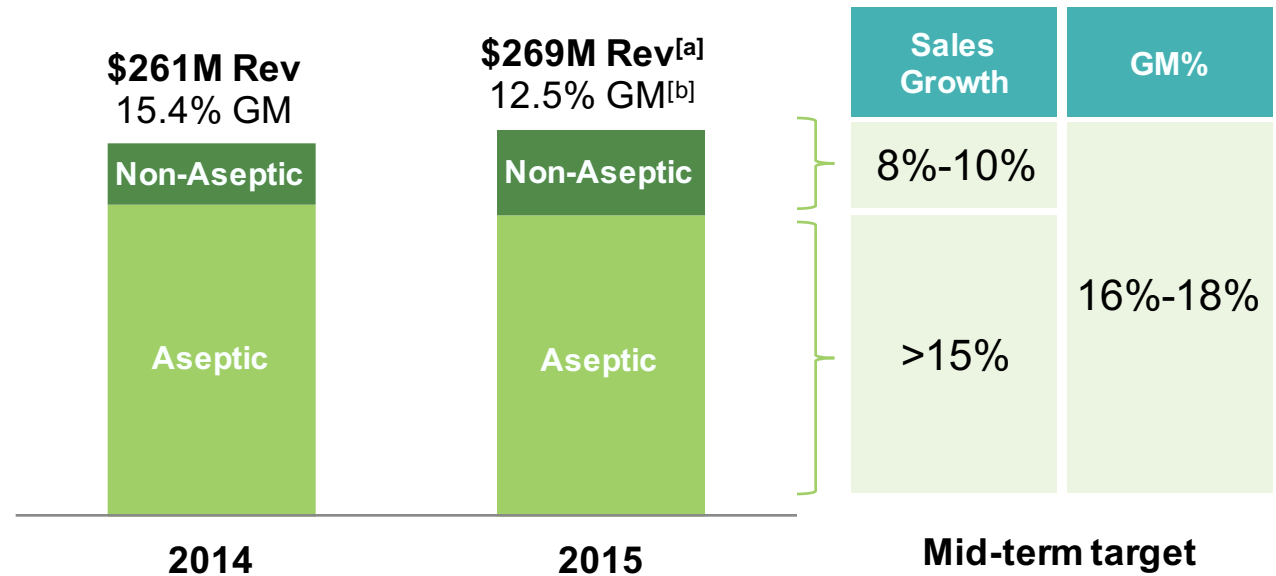
## ***Priorities to achieve targets:***

1. Continue to develop new sources of supply to support growth (internal and external)
2. Increase “two-touch” internal sourcing for CPG
3. Mix shift towards more organic

[a] adjusted by \$3.8 million to account for demurrage, detention and other related expenses as well as inventory reserves and low margin sales to reduce inventory exposures

# Consumer Products

## Healthy Beverages



### Priorities to achieve targets:

1. Innovation and winning market share in aseptic
2. Increasing utilization to ~85% driving plant efficiency
3. Re-enter juice extraction market to increase facility utilization (bottling and extraction)

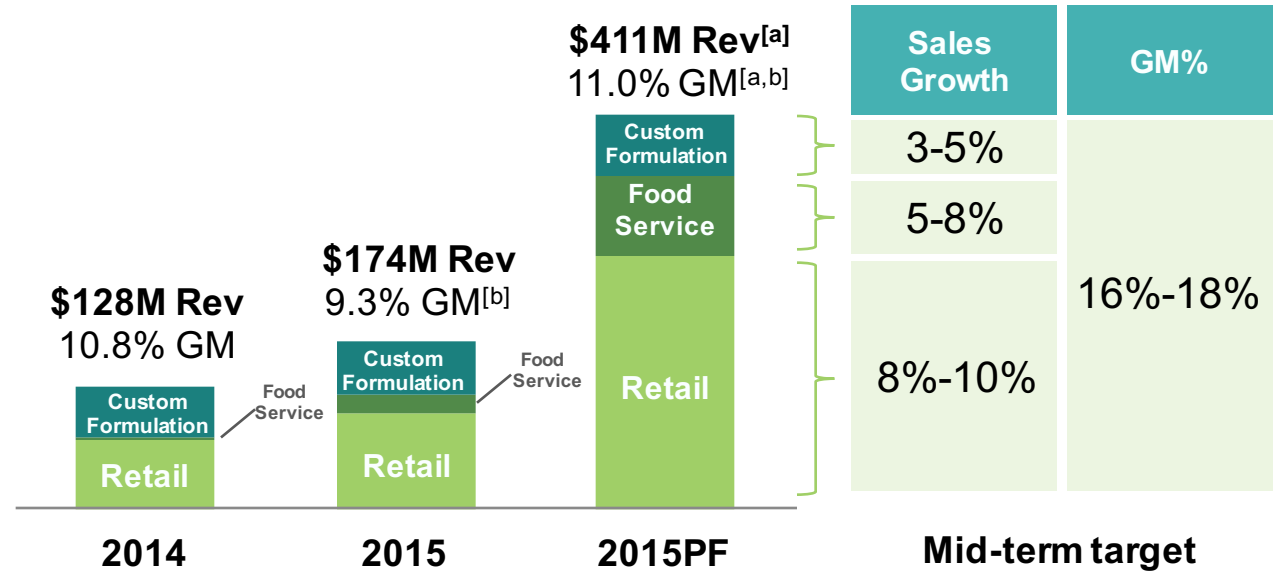
[a] includes revenue from Citrusource from March 2, 2015

[b] adjusted by \$5.0 million to account for plant expansion and start-up costs related to east coast aseptic plant and west coast juice plant, as well as spoilage and other inventory reserves



# Consumer Products

## Healthy Fruit



### Priorities to achieve targets:

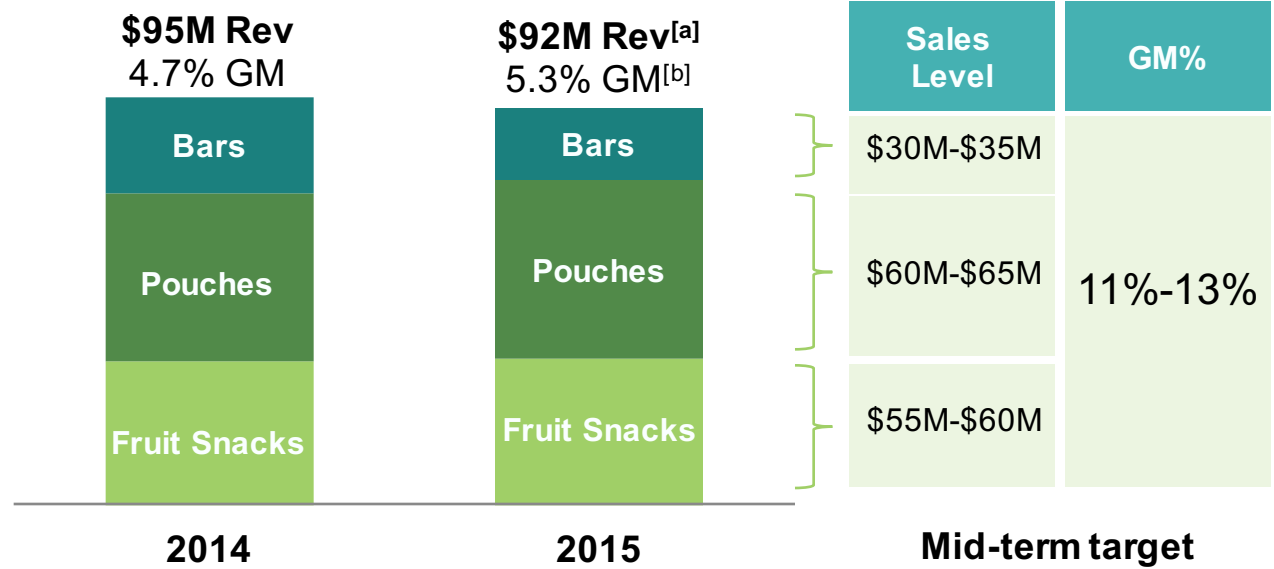
1. Ensure availability and integrity of supply
2. Innovation in processing and packaging
3. Maintain alignment with fastest growing customers across every channel
4. Capture cost synergies

[a] Pro Forma for Sunrise Growers acquisition

[b] adjusted by \$4.2 million to account for acquisition accounting adjustments related to Sunrise's inventory sold subsequent to the acquisition date, as well as inventory reserves

# Consumer Products

## Healthy Snacks



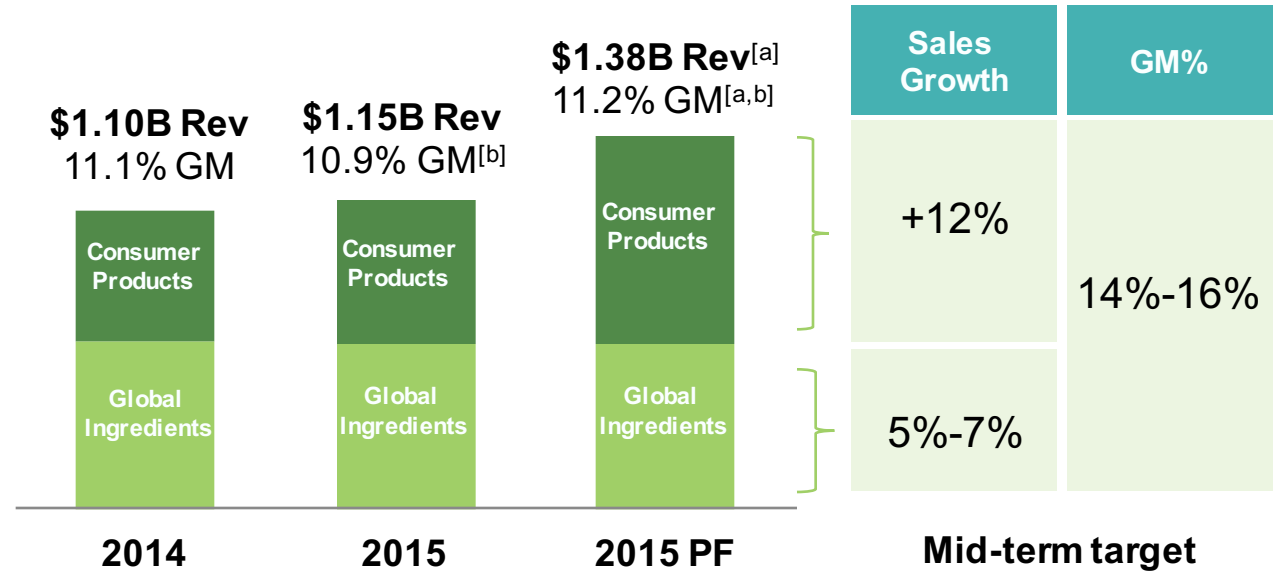
### Priorities to achieve targets:

1. New platform leadership and go-to-market strategy
2. Accelerate growth through innovation
3. Improve utilization and margins by reducing customization

[a] includes revenue from Niagara Natural from August 12, 2015

[b] adjusted by \$1.5 million to account for downtime, spoilage and other costs due to equipment failure

# Consolidated Business



- SG&A target at or below 8.0% of sales
- D&A and stock comp est. \$34 - \$38m (~2.5% PF sales)



[a] Pro Forma for Sunrise Growers acquisition

[b] adjusted by \$14.5 million to account for demurrage, detention and other related expenses, low margin sales to reduce inventory exposures, plant expansion and start-up costs related to east coast aseptic plant and west coast juice plant, acquisition accounting adjustments related to Sunrise's inventory sold subsequent to the acquisition date, downtime, spoilage, and other costs due to equipment failure, as well as inventory reserves.

# Capital Structure is Secured

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1. Global Asset-Based Credit Facility
2. Second Lien Loan
3. Focus on Leverage Reduction



# Global Asset-Based Credit Facility

- Committed financing matures on February 11, 2021
- Ability to increase total commitment to \$450.0 million to accommodate growth
- New entrants to lending group that cover the company's global footprint

**5 YEAR \$350M  
COMMITTED  
FACILITY**

**COVENANTS  
AND  
CAPABILITIES**

**INCREASED  
CAPACITY,  
LOWER RATES,  
FLEXIBILITY**

- Expanded borrowing capacity on asset base
- Interest rate ~50 bps lower than previous NA facility
- Enhanced flexibility to shift collateral between jurisdictions, supporting our two-touch model

- Incurrence only (no maintenance covenants, subject to excess availability)
- Ability to draw on ABL to repay 2<sup>nd</sup> lien debt, subject to certain availability and other requirements

# Second Lien Loan

- Commitment agreed to with Underwriters ahead of Sunrise acquisition
- Interest rate is capped for any takeout financing at 9.50%
- Presently in \$320 million 2<sup>nd</sup> Lien Bridge Loan, 1-year term, with rates starting at L+ 600 bps (Libor Floor of 1.0%). Step up 50 bps per quarter.

**COMMITTED  
FINANCING WITH  
CAPPED INTEREST  
RATE**

**EXPECTED  
FEATURES OF  
EVENTUAL BONDS**

**REPLACE WITH 7-  
YEAR BONDS, OR  
EXCHANGE AFTER  
1 YR**

- If 2<sup>nd</sup> Lien Loan not re-financed after 1 year, automatic exchange for long-term debt (maturing 2022) on terms similar to original HY indenture

- Notes are expected to contain customary terms, covenants and redemption features for secured High Yield Notes
- Expected to include certain restrictions on the company's ability to incur additional indebtedness, make restricted payments and incur liens on certain assets.

# Focus on Leverage Reduction

- Execution against mid-term targets designed to deliver topline growth and expansion of EBITDA to 8.5-10.5% of sales

**EBITDA  
GROWTH**

**LEVERAGE  
REDUCTION**

**FREE CASH  
FLOW  
GENERATION**

EBITDA > annual cash demands:

- CAPEX ~\$25m (maintenance \$10-12m)
- Cash interest \$31-33m
- Tax rate ~32% (mostly cash beyond 2016)
- Working capital growth < revenue growth

- Currently approx. 5.0x levered based on PF Adjusted EBITDA.
- Targeting approx. one turn per year leverage reduction.
- Ability to influence variables to manage leverage (capex, working capital, SG&A)



# Strategy Recap

**SunOpta**

Bringing **well-being** to life

# Our Playbook

<b>PURPOSE</b>	<b>We responsibly bring healthy food from field to table</b>
<b>VALUES</b>	<b>Three interdependent core values which we live by and set us apart</b> <b>1. Unrelenting</b> Definition: Conducting something in a constant way without stopping or becoming less forceful Example: Passionately work to achieve goals; does not leave job unfinished; brings actions to closure; delivers on commitments <b>2. Adaptable</b> Definition: Willing and able to adjust oneself readily to different conditions Examples: Willing to learn new roles/skills; look at problems from different perspectives; listen to/accept different ideas <b>3. Collaborative</b> Definition: Challenging others in a cooperative and positive manner to ensure the best outcome of any situation Examples: Involving others in decision making/problem solving; active participation on teams; courage to voice concern
<b>WHAT WE DO</b>	<b>We source, create and package healthy food</b>
<b>STRATEGY</b>	<b>1. Focus on an efficient vertically integrated supply chain (2-touch)</b> <ul style="list-style-type: none"><li>• Turnkey solutions in Consumer Products using our own ingredients</li><li>• Expand our sourcing capabilities for competitive advantage</li></ul> <b>2. To build private label brands</b> <ul style="list-style-type: none"><li>• Create loyalty because of our unique innovations and efficient supply chain to serve retailers/food service</li><li>• Work with brand owners on new products to ultimately create private label opportunities</li></ul> <b>3. In emerging healthy categories</b> <ul style="list-style-type: none"><li>• Focus on Healthy Beverage, Healthy Fruit and Healthy Snacks utilizing our consumer insights</li><li>• Operate at the leading edge of trends with ingredients and sourcing expertise</li></ul>



# Excellence a Must in 3 Key Areas

## CUSTOMERS

### Commercial:

Intimacy, diversification, pricing

### Innovation:

From reactive to proactive

### Supply Chain:

Delight from order entry to delivery



## COSTS

### Expenses:

Maximize sustainable leverage

### Investments:

Build for competitive advantage

### Acquisitions:

Expand platform or tuck into core

## EMPLOYEES

**Heads:** Engagement in strategy and plans

**Hearts:** Empower to bring well-being to life

**Hands:** Translate to actions every day

# Our Key Priorities

CPG Margin Improvement  
% + \$

## Battle Plan KPI's

### Supply Chain Efficiency



1. Inventory Turns
2. Facility Complaints
3. Commodity Outlook

### Sunrise Growers Integration



1. Deliver Base Business Results
2. Synergy Achievement
3. Steering Reports

### Deliver Revenue Plan



1. Qlikview Report
2. Open Orders
3. OPTA (Open, Probe, Test, Achieve) Report

### Strategic Pricing/Mix Management



1. Right Price
2. Contribution Margin %/\$ vs. Budget
3. Bottom Quartile Actions

### COGS (Cost of Goods Sold) by Plant



1. Productivity
2. Conversion Cost/Unit
3. Purchase Price
4. Labor
5. Yield
6. Volume

### CONP (Cost of Non-Performance)



1. Inventory Adjustments
2. Inventory Risk
3. Top Issue Actions

Goal is to Improve Q-over-Q and Year-Over-Year

# Thank You for Attending

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- That concludes our webcast for today
- Lunch and Innovation Center tour for those in Edina
- For any additional questions, contact [rob.litt@sunopta.com](mailto:rob.litt@sunopta.com)

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